BMMP and its impact on the Army
1 October 2004
Questions for the Record

Background:

The following list of questions was generated in the course of the Army Enterprise Integration Oversight Office session delivered on Friday, 1 October 2004, at the National Defense University. The questions were staffed for formal comment and response by the respective subject area experts within either BMMP or CIO/G-6.

Business Management Modernization Program (BMMP) Questions:

1) **Sponsorship:** Why is the BMMP under the joint sponsorship of the OSD Comptroller and ASD (Networks and Information Integration)? What is the reference?

   Response:

   > In a May 19, 2001 memorandum, The Secretary of Defense established the Financial Management Modernization Program (subsequently renamed (July 19, 2003) as the Business Management Modernization Program), at which point he directed that "The Under Secretary of Defense (Comptroller), in coordination with the Under Secretary of Defense for Acquisition, Technology, and Logistics and the Chief Information Officer [ASD(NII)], shall provide policy direction and oversee the execution of all [Business] Management Modernization Program efforts."

2) **BEA Certification**:
   a) **System certifications:** are required prior to each Milestone Decision and / or Full Rate Production decision:

      i) Must existing systems in sustainment, that are post-IOC or FOC, be *certified?*

   Response:
   > Yes, if spending more than $1Million on a system improvement. *All* system investment initiatives (enhancement, modernization, upgrades, etc.) *must* comply with the Comptroller's $1Million Certification Criteria—regardless of the source of dollar funding. This requirement does not apply to routine maintenance and operation of a system.

   > Reference the Following:

   > Defense Appropriations Act of 2004, Public Law 108-87, Section 8084(b) (1)
   > Defense Authorization Act of 2004, Public Law 108-132
   > Defense Authorization Act of 2003, Public Law 107-314, Section 1004(d)

ii) What is the reference that addresses this issue?

Response:
Defense Appropriations Act of 2004, Public Law 108-87, Section 8084(b) (1); Defense Authorization Act of 2004, Public Law 108-32; Defense Authorization Act of 2003, Public Law 107-314, Section 1004(d); Comptroller's July 16, 2004 memorandum, BMMP-System Investment Approval.

iii) What event, occasion, or spending threshold defines the need to submit a system "in sustainment" for BEA Certification?

Response:
Any expenditure in excess of $1Million for a system improvement

Reference:
Defense Appropriations Act of 2004, Public Law 108-87, Section 8084(b) (1); Defense Authorization Act of 2004, Public Law 108-32; Defense Authorization Act of 2003, Public Law 107-314, Section 1004(d); Comptroller's July 16, 2004 memorandum, BMMP-System Investment Approval.

b) **Architectures:** Must Service and Domain Architectures be certified? How often?

Response:

Not necessarily. Service and Domain architectures are required to be in compliance with the DoD Business Enterprise Architecture (BEA), which serves as the framework for the Department's business transformation effort. The Business Domains will conduct a review process to help ensure that all architectures are in compliance with the BEA. The architecture is moving towards a federated approach.

c) **Re-Certification:**

i) Must programs or systems be re-certified following the release of each Version of the BEA?

Response: No

ii) Or only the version that is in force when the system approaches milestone review?

Response: Yes

d) **Configuration Management:** As BEA versions are rolled out, who is responsible for Configuration Management, down through OSD and Service Domain levels?

Response:

Currently, the BMMP Executive Committee approves the content of each BEA release. The Configuration Control Board (CCB) is responsible for: 1) approving the expenditure of resources on a Change Request (CR) to design a solution and 2) approving the proposed solution for integration into the BEA. The Configuration Management (CM) Team is responsible for facilitating and managing the CCB and serves as secretariat of the board. CCB roles and responsibilities are identified in Table 2-1, Roles and Responsibilities.

Membership of the CCB is shared between BMSI, Domains and Team IBM.

e) **Systems not funded by DoD Appropriations:**

   i) Must systems **not** funded by DoD Appropriations Act be BEA certified?

   Response: Yes.
   Any DoD system, regardless of the source of the dollar funding, must be certified if it meets the criteria described above.

   ii) What reference (DoD Appropriations Act language would not apply)?

   Response:
   Defense Appropriations Act of 2004, Public Law 108-87, Section 8084(b) (1); Defense Authorization Act of 2004, Public Law 108-32; Defense Authorization Act of 2003, Public Law 107-314, Section 1004(d); Comptroller's July 16, 2004 memorandum, BMMP-System Investment Approval.

3) **FY05 System Funding Withholds:**
   a) What were the criteria used to determine the systems subject to funding withholds?

   Response:
   The Comptroller is withholding 50% of the FY 2005 development /modification funding from systems that did not comply (and should have) with the certification provisions required by Public Law 107-314 Section 1004 in FY 04.

      * Business System
      * Both FY04 and FY05 Dev/Mod Budgets exceed $1M
      *Did not seek Comptroller Certification in FY04
      *Source of data: the ITMA Super IT1 from July, 2004   (FY2005PBR)

4) **BMMP Enterprise Business Process Model (EBPM):** Does the BMMP EBPM map to the DoD Architectures Framework (DoDAF) Reference Models? If not, what is the relationship?

Response: Yes

The BMMP is building, maintaining, and refining the Business Enterprise Architecture (BEA) for the DoD. The BEA is a DoDAF-compliant architecture. Any DoDAF architecture needs a business process model—designated as Operational View (OV)-6c. The EBPM is *our* OV-6c; and it is crucial because it defines (at a high level) the business processes that must drive our DoDAF operational, system, technical, and data views.

5) **Business Capability Integration and Development System (BCIDS):** Understand this is under development, can any additional description be provided?

   Response:

   The BCIDS is designed to compliment the Joint Capabilities Integration and Development System (JCIDS), which is used by the Department to evaluate core Warfighting Systems. In June 2004, the BMMP Steering Committee agreed to the BCIDS concept. The DoD is now creating the necessary policy documents, tentatively scheduled for completion by January 2005.

   As the business equivalent to JCIDS, BCIDS ensures the business system investments support the overarching goals of the Department. One of the challenges of transforming business operations is to ensure that all new business system initiatives directly support the BMMP vision. The BCIDS process will allow all stakeholders throughout the DoD to review proposed business system capabilities at the early stages of the acquisition process to:
   (a) Ensure cross-domain integration
   (b) Ensure direct support of the BMMP goals and objectives
   (c) Avoid unnecessary duplication

6) **Transformation of Business Processes**: <u>BEA Certification is required for individual systems that pass the $1M spending threshold, what strategy is in place to address the transformation of Business Processes</u>?

   Response:

   The Department has developed a comprehensive strategy with which to implement the BMMP enterprise-wide. This strategy includes five different but overlapping activities:

   - Build and extend the Department's Business Enterprise Architecture (BEA)
   - Establish a Department-wide governance process

   - Reduce or eliminate redundant, outdated, and stove-piped systems using a compliance assessment and portfolio management process

- Reengineer the Department's business processes using an *incremental approach*
    - Increment 1:
        - Sub-focus: Achieve unqualified audit opinion for consolidated DoD financial statements, including related processes to achieve Asset Accountability and address other Material Weaknesses
        - Sub-focus: Achieve total personnel visibility to include: military service members, civilian employees, military retirees, and other US personnel in a theater of operations (including contractors and other federal employees)
    - Increment 2:
        - Sub-focus: Align acquisition practices with Government & Industry best practice benchmarks
        - Sub-focus: Achieve total asset visibility and accurate valuation of assets (includes Operating, Materials and Supplies; Inventory and Property; Plant and Equipment)
        - Sub-focus: Enhance force management through position accountability and visibility (military and civilian)
        - Sub-focus: Improve military health care delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility
        - Sub-focus: Improve environmental safety and occupational health
    - Increment 3
        - Sub-focus: Implement Planning, Programming, Budgeting and Execution (PPBE) process improvements in accordance with Joint Defense Capabilities Study recommendations for a capabilities-based PPBE process
        - Sub-focus: Achieve integrated total force management
        - Sub-focus: Improve installation management
- Test and Implement systems solutions

As we refine each BMMP Increment and identify associated business capabilities, BMSI and Domain-supported teams (including DoD Components) will work in sessions to identify leading practices, discuss alternative approaches, and to build end-to-end business solutions that are compliant with the DoD Business Enterprise Architecture (BEA).

As business solutions and related requirements are defined, Domain owners will designate program managers to procure and to field an enterprise-wide solution, using existing acquisition processes.

7) **Systems Registry**: What is the status of achieving a single systems registry?

Response:

Our effort to establish a single, net-centric systems registry is ongoing and involves several key participants, including BMSI, the business Domains, Component CIOs, and the Networks and Information Integration (NII).

As a business mission area, the BMMP PMO (BMSI) plans to archive the Business Systems Inventory (BSI) within the next year. Current functionality will migrate to the DoD Information Technology Portfolio Repository (DITPR).

The Defense Information Technology Portfolio Repository (DITPR) will result in a consolidated repository that serves as the authoritative source for information on business systems that are used to support portfolio management, transition planning, architecture development, and systems assessment.

The benefits of DITPR include the following:

- Establishes a unified enterprise IT systems inventory
- Allows for more effective management of DoD IT investments
- Enables timely and consistent reporting of business systems to Congress, GAO, OMB, DoDIG, etc.
- Establishes credibility with external customers such as Congress, GAO, OMB, DoDIG, etc
- Provides a single, centralized location for users to obtain accurate and auditable information on business systems
- Reduces the costs and resources associated with maintaining, compiling and reporting duplicative information on business systems
- Defines an authoritative source for data on business systems...strengthens the role of Component CIOs within their Components
- Supports net-centric data strategy to make the data available to everyone who needs it, when they need it